

CONFIDENTIAL

DD/S 64-3611

Approved For Release 2002/11/22 : CIA-RDP84-00780R000600110011-4

DD/S REGISTRY
FILE Personnel/15

1 JUL 1964

OGC Has Reviewed

MEMORANDUM FOR: Mr. Kirkpatrick

Kirk:

The attached proposed agenda for our University
Associates Annual Conference this year has been prepared by the Office
of Personnel, bearing in mind your Action Memorandum No. A-307 dated
24 October 1963 and your oral discussion of 18 June 1964 with [redacted]

25X1

Request your approval in principle, and we will
work out the details.

Signed

L.. K. White

Att

DD/S:LKW:jrf

Distribution:

- 0 - Adse w/O of att (att: DD/S 64-3594)
- 1 - D/Pers w/O of DD/S 64-3594, T of att, & orig agenda
- X - DD/S subject w/cc of DD/S 64-3594 w/att & background
- 1 - DD/S chrono

DD/S 64-3594 - Memo dtd 22 June 64 to D/Pers fr C/PRD/OP,
subj: "University Associates Annual Conference,"
w/att (proposed agenda)

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GROUP 1
Excluded from automatic
downgrading and
declassification

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SD/3 C 4-3594

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22 June 1964

MEMORANDUM FOR: Director of Personnel
FROM : Chief, Personnel Recruitment Division
SUBJECT : University Associates Annual Conference

1. Please advise Colonel White that during my discussion Thursday, 18 June, with Mr. Kirkpatrick concerning certain sections of the new recruitment brochure, he raised the question of both the "100 Universities Program" dinners this year and the University Associates Annual Conference. As to the latter, he told me he had some strong feelings about the agenda for the conference. I reminded him he had reduced his views to writing and that you and I had taken them into detailed consideration. Incidentally, scheduling the Annual Conference for 2-3 November is in general accord with the desires of the Associates who have replied to your letter on this subject and is tied in also to Mr. Kirkpatrick's plans to leave the country on TDY the following week.

25X1
2. I generally outlined for him what we were considering and he seemed to be in agreement with the agenda attached hereto. I stressed the desire of the Associates to participate themselves in some part of the program, and he felt that the mixed panel of senior Agency officials and University Associates with [redacted] as moderator, after a two-year running of "The 100 Universities Program," would generate a good discussion.

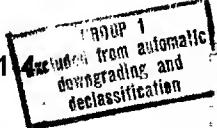
3. I stressed the concern of Colonel White, yourself, and myself as to the damage "The Invisible Government" book may do and the necessity for a frank discussion of this topic with the Associates. He said he shared our concern in this regard, but felt that we could handle it in two ways, specifically, (1) by mailing Sherman Kent's 30-page critique on the book to each of the Associates for their reading before they come to Washington, and (2) by informal discussions at his home where he would like to be this year's dinner host to the Associates and another 25 or 30 Agency guests.

4. The new agenda item he introduced is the Training film. I reminded him of the "flak" we drew from showing the [redacted] film last year, but he replied that you and I should see the one-hour film which Training has turned out from the best of everything it has done in this field and

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SUBJECT: University Associates Annual Conference

which he considers a very professional film indeed. I have determined that the title of this film is "Resume." [redacted] (OTR) assures me that Colonel White has seen it, so I am arranging a screening for you and myself and any others you may wish to invite.

25X1

5. In connection with this year's "100 Universities" dinners, Mr. Kirkpatrick agreed to assist us in the local area where we had planned to feature him as the speaker at Howard, Georgetown, Johns Hopkins, Catholic, Maryland, and West Virginia Universities. With our having cut back our Professional Recruitment staff, I pointed out we will be running 15 teams this year as against 22 last year and that we would be spreading the dinners over the 4 weeks of October as against running the entire program during a single week as we did last year. By spreading the dinners over an entire month, we will not need a Standby Reserve this year. He suggested some new speakers for this year's program, but I told him that with "The Invisible Government" in the background I thought it would be best to use our experienced speakers from last year as against having to brief any new speakers who might have some fear of facing a faculty audience for the first time and have "The Invisible Government" suddenly dictate the whole trend of our presentation. He seemed to agree with my reasoning in this regard and to my suggestion that we keep a 4-4-3-3 balance of senior official speakers as between the 4 Deputy Directorates, with Paul Chretien and himself as representatives of the Office of the DCI. I am preparing the suggested pairings of senior officials and professional recruiters to form the teams I will recommend for your and Colonel White's approval.

[redacted]
25X1

Distribution:

Original & 1 - Addressee
1 - Univ. Assoc. File
1 - PRD/Chrono

OP/PRD/[redacted] (22 June 1964)

25X1

att: 14/3 64+5594

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PROPOSED AGENDA

University Associates

Annual Conference

2 - 3 November 1964

Monday, 2 November

Hour

0900 - 0910	Opening Remarks	Emmett D. Echols Director of Personnel
0910 - 0930	Welcoming Remarks	John A. McCone Director of Central Intelligence
0930 - 1030	The U. S. Intelligence Community and Counterinsurgency	Lyman B. Kirkpatrick, Jr. Executive Director- Comptroller

—Coffee Break—

1100 - 1215	The World Situation	Ray S. Cline or Jack Smith
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—Lunch—

1330 - 1440	The Scientist in Intelligence	Dr. Albert D. Wheeler Deputy Director for Science and Technology
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First Day (cont.)

--Coffee Break--

1500 - 1515 Remarks

Matthew Baird
Director of Training

1515 - 1600 The Career Officer Training Program

[redacted]
Chief, COTP

25X1

1600 - 1700 Training Film

1700 Dinner

Lyman E. Kirkpatrick, Jr.
Host

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Tuesday, 2 November

Hour

0900 - 0950 Administrative Processing of Travel
 Vouchers and Per Diem

Office of Personnel

25X1

0950 - 1000 Remarks

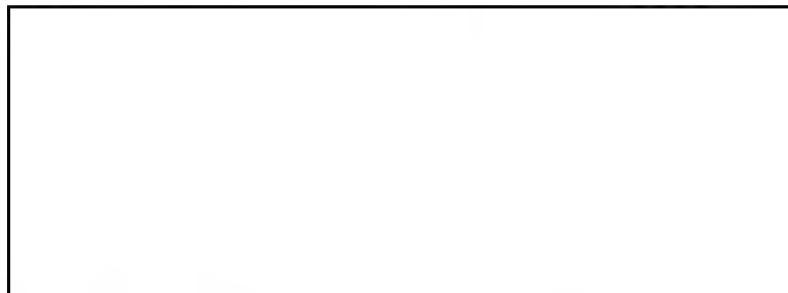
Chief, Personnel
Recruitment Division

25X1

1000 - 1130 "The 100 Universities Program"
 --A Critique--

Panel
Discussion

25X1



1130 Depart Headquarters for Lunch at NPIC

1300 - 1600 Remarks and Tour of Facility

Arthur C. Lundahl
Director, NPIC

1600 Departure NPIC for Airports, Trains, and
 Hotels

DD/S 64-2123

10 APR 1964

MEMORANDUM FOR: Director of Personnel

Emmett:

Considering the personal interest of Mr. Kirkpatrick and Colonel White in the annual meeting of the university associates I believe it would be advisable to present this year's proposed program prior to vacation time. Please refer to Action Memorandum No. A-307 dated 24 October 1963 and Colonel White's comments on the routing sheet which forwarded the action memorandum to you on 28 October 1963.

May we have your plan by mid-June?



STAT

EO-DD/S:VRT:maq (10 Apr 64)

Distribution:

Orig - D/Pers

V1 - DD/S Subject w/background

1 - DD/S Chrono

B/C:cc: DM - Let me check on the file
for you information

FILE Personnel 15-
DD/S 63-5202

DD/S 63-5202

MEMORANDUM FOR: Director of Personnel
SUBJECT : Report on "100 Universities Program"

Colonel White has received the reports of two participants in the
"100 Universities Program", Messrs. [redacted] He has STAT
expressed a preference to receive one report covering the entire Program
and which he may forward to the Office of the Director.

STAT

[redacted]
Executive Officer to the
Deputy Director for Support

STAT

EO-DD/S:VRT:maq (5 Dec 63)

Distribution:

Orig - Adse
✓1 - DD/S Subject
1 - DD/S Chrono

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Annual Meeting of the University Associates and the Agency Recruiters

FROM:	Deputy Director (Support)	EXTENSION	NO.	
		DATE	DATE	
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. Director of Personnel				Eck: When we prepare our program next year, we will want to clear it with Kirk before putting it in final form. I don't know how you feel about it, but we might want to question some of the things he suggests. The big question is how to use best the very limited time that we have these people in captivity. Also, it seems to me that most of these people are coming back year after year and that we want to avoid repetition. In other words, I think our objective of making them feel that they are real 'associates' may well have to be accomplished over a period of several years.
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				In any case, give all this some thought, and submit your program for next year early enough for us to consider it carefully with Kirk.
10.				
11.				
12.				
13.				
14.				
15.				

/5/
LKW

Att: Action Memo No. A-307 dtd
24 Oct 63 to DD/S fr Ex. Dir.,
same subj (DD/S 63-4507)

DD/S:LKW:jrf

Distribution:

0 - Adse w/cc of Att

1 - DD/S chrono

✓ 1 - DD/S subject w/O of Att

OFFICE OF THE DIRECTOR

Action Memorandum No. A-307Date 24 October 1963**TO :** Deputy Director/Support**SUBJECT :** Annual Meeting of the University Associates
and the Agency Recruiters**REFERENCE:**A
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1. I thought that the annual meeting [redacted] of the University Associates and the Agency Recruiters, together with the senior Agency officers working on the 100 Universities Program, was a successful event, and certainly an improvement over previous meetings. However, I feel that certain improvements can be made.

2. In future years I believe that the first day of the meeting of the University Associates should be held here in Headquarters and should be devoted exclusively to a reorientation of the changes that have taken place in the Agency during the preceding year. I would envisage that such a day would include a welcoming speech by either the Director or Deputy Director, an hour devoted to major developments in the U.S. intelligence community, an hour devoted to major changes in the Agency, and perhaps the final hour of the morning devoted to a comprehensive analysis of the world situation. The afternoon could be devoted more to some of our major efforts, such as Wheelon on scientific and technical intelligence, Lundahl on photographic intelligence, and perhaps a concluding period on such subjects as counterinsurgency.

3. By this vehicle I think we can do a lot better than we did this year in making the University Associates feel that they are something more than recruiting tools; that they are indeed "associates" of the CIA; and that they have been taken into our confidence in some of our

SUSPENSE DATE:

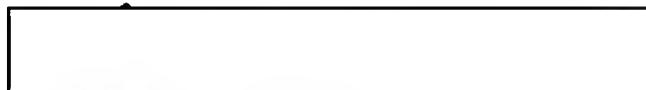
(CLASSIFICATION)

SECRET

important work. I feel further that we need periodically to engage in a little salesmanship with these people in order to keep up their esprit de corps and continue them as enthusiastic supporters.

4. After the first day I believe that the balance can be worked out in close association with the recruiters and the Office of Personnel.

5. Would you please see that this is implemented for next year.



Lyman B. Kirkpatrick
Executive Director

25X1

C-2

Personnel 13'
THE 100 UNIVERSITIES PROGRAM

A new dimension to Agency college and public relations is being added during the week of 4 November when twenty senior officials, drawn from the four Deputy Directorates, will participate in a nationwide series of informal, off-the-record, luncheon or dinner meeting discussions with some 2,000 key faculty and staff members of over 100 colleges and universities. Aiming at making a straightforward presentation of the Agency's role in national security and the career challenge we can offer the college graduate, we believe this can be done securely and that the program can be extended in succeeding years to many more institutions of higher learning.

We are seeking both the short- and long-range recruitment value inherent in filtering down to the college senior and graduate student (through the professor, dean, or department chairman in whose judgment and career counsel he has high confidence in today's hectic bidding for his services) a more accurate image of the Agency as a prospective employer--as reflected in the words and professional demeanor of its own successful careerists.

In sponsoring this program, the Agency has responded to the best advice of its University Associates, a consultant panel of thirty deans, department heads, professors, and placement directors who have been serving the Agency for several years, but primarily in the area of JCT recruitment until their advisory base was broadened in recent months. Our Associates told us our employer image would be greatly enhanced by exposing our senior officers to selective "small faculty groups with whom they would sit around and talk."

Personnel 15

19 September 1963

MEMORANDUM FOR: Director of Personnel

STAT

ATTENTION : Mr. [redacted]

Pursuant to your request I have examined the proposed recruitment brochure and attach some minor comments. I have also shown it to Mr. Kirkpatrick and his comments are also attached. Neither of us advocates any major change. While I realize it is your primary objective to have these printed and available for distribution in connection with your "100 Universities Program", I would hope that it might be possible to have a few for distribution to the recruiters and college associates when they are here early next month.

131

L. K. White
Deputy Director
(Support)

3 Attachments

DD/S:LKW:jas

Distribution:

O - Adse w/Atts

1 - DD/S chrono w/o Atts

>1 - DD/S subject w/o Atts

Personnel 15
x Accounting 2

General Carter

The attached memorandum requests approval to increase the representation allowance for field recruiters to cover costs of the "100 Universities Program" plus normal expenses anticipated during FY 64. The additional authorization which may be required will not exceed \$2400 and can be absorbed in the present budget of the Office of Personnel.

Request your approval.

Signed

L. K. White

13 SEP 1963

EA-DD/S:RBF:maq (13 Sept 63)

Distribution:

Orig - DDCI w/O & 4 ccys of DD/S 63-3840
✓ 1 - DD/S Subject w/ccy of DD/S 63-3840
1 - DD/S Chrono

DD/S 63-3840: Memo dtd 10 Sept 63 to DDCI fm Emmett D. Echols, subj: Representation Allowance for Professional Field Recruiters

10 SEP 1963

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Representation Allowance for Professional Field Recruiters

REFERENCE : Memo for DDCI fr DD/S dtd 16 May 63 (ER 63-4099),
same subject

1. This memorandum submits a recommendation for your approval. Such recommendation is stated in paragraph 5.
2. Referenced memorandum authorizes a representation allowance not to exceed \$300 per year for each recruiter. However, it appears that our initial estimate of the entertainment expenses in connection with the "100 Universities Program" was overly modest. We calculated the estimate for this program on the basis that each recruiter would provide lunch at \$2.50 per guest to not more than 20 guests at each of five universities, a maximum of \$250 per recruiter. Since variations in the number of guests and cost per guest were expected, it was assumed that the cost would average less than this amount and that an over-all allowance of \$300 would be sufficient to cover the representational requirements of each recruiter on an annual basis.
3. Later developments indicate that the cost at some of the larger universities in metropolitan areas will be closer to \$4.50 per guest than \$2.50. Also we have been advised by university officials at Stanford and at the University of California to schedule both a small luncheon and a dinner session. Consequently, the maximum of \$300 will be exceeded in some cases for the "100 Universities Program" alone, and there will be no balance for the recruiter to apply to his normal representational expenses of some \$100 per year.
4. It is estimated that about 50 per cent of our recruiters will exceed their total allowance of \$300 during the week set aside for the "100 Universities Program" during the week of 4 November. In order to cover these cases and to provide a maximum annual allowance of \$100 per recruiter for other representational requirements which arise over the year, we believe that there should be a provision for exceptions to the \$300 limit established by referenced memorandum.

SUBJECT: Representation Allowance for Professional Field Recruiters

5 It is recommended that the following be approved as a substitute for the authorization provided in referenced memorandum.

a. Recruiters participating in the "100 Universities Program" are authorized a special representation allowance for necessary representational requirements of that program. However, claims in excess of \$300 will require the personal approval of the Director of Personnel.

b. In addition to the special representational allowance provided in paragraph a. above, recruiters may be authorized a regular representation allowance not to exceed \$100 per year to meet necessary representational requirements throughout the year.



25X1

Emmett D. Echols
Director of Personnel

CONCUR:

Signed

13 SEP 1963

Deputy Director (Support)

Date

The recommendations in paragraph 5 are approved

25X1

for Deputy Director of Central Intelligence

16 SEP 1963

Date

Distribution:

0 & 1 - D/Pers after approval

✓ - DD/S Chron. subject

1 - ER

1 - PRO/OP

2 - D/Pers 1 w/hold

25X1

DD/Pers/ [redacted] :jf (9 September 1963)

12 September 1963

Colonel White:

In answer to your questions:

The maximum anticipated costs involved
are:

For the "100 Universities Program" \$ 7000

Normal representational expenses,

FY 64, for 23 recruiters	2300
Total	<u>\$ 9300</u>

The current authorization provides for
\$300 per recruiter, a total of \$6900. Thus we
are talking about a maximum additional cost of
\$2400 to cover Emmett's request. This can be
absorbed in the Office of Personnel budget and
thus no additional allocation of funds will be required.
Parker and I both feel therefore that this need not
be routed through the Comptroller.

Recommend your initials and signature.

STAT



Bh F

1. would like to know
what total amount
looks like (approx)

2. ~~that~~ that should
be sent over
send to DDCR

using the comp.
\$ 7000. - 100 units w/ ^{max}
2300. - for ^{max}
23 recruiters ^{max}
Total

16 MAY 1963

Personnel 1,
Accounting 2

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Representation Allowance for Professional Field Recruiters

1. This memorandum submits a recommendation for your approval. Such recommendation is stated in Paragraph 4.
2. The Director of Personnel has requested that Professional Field Recruiters be authorized to expend confidential funds in amounts not to exceed a total of \$300 a year for each recruiter in order that they may appropriately represent the Agency in our recruitment effort. The General Counsel, in the attached memorandum, indicates that such an allowance is within the Agency authority if you will make the determination that such expenditures are necessary to enable the Agency to carry out its duties.
3. In the past, recruiters were allowed minor entertainment expenses not to exceed \$100 a year under authority apparently derived from project approvals which established the University Consultant program in October 1951. As you know, our effort to attract well-qualified professional people to the Agency is being accelerated. It is considered necessary that recruiters be in a position to extend to key faculty members and administrative officials at colleges and universities invitations to modest luncheons or dinners without incurring a personal financial liability. If authorized, it is proposed that such expenditures be very closely monitored. A draft instruction to field recruiters to accomplish this purpose is attached for your review.
4. It is recommended that you authorize payment of a representation allowance not to exceed \$300 a year for each recruiter as being necessary to the performance of the Agency function.

Signed

L. K. White
 Deputy Director
 (Support)

2 Atts:

- Att 1: Memo dtd 13 May 63 to DD/S fr OGC,
 same subject
 Att 2: Draft of Memo to Field Recruiters

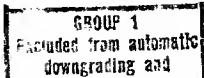
The recommendation contained in Paragraph 4 is approved.

17 MAY 1963

for MARSHALL S. CARTER
 Lieutenant General, USA
 Deputy Director

Date

SA-DD/S:RHW:fmf(14 May 63)Retyped:
 Distribution: O&I - D/Pers w/atts,



- MR. 1 - Compt, 1 - DD/S chrono, 4 - DD/S subject

25X1

(w/hold)

CLIQUE * w/cce DD/S 13 1923 & 2034

127-5 G-5 - 2039

[REDACTED]

OGC 63-1360

MEMORANDUM FOR: Deputy Director (Support)**SUBJECT: Representation Allowance for Professional Field Recruiters**

1. Mr. Echols' memorandum of 6 May 1963 to you, subject as above, proposes that the representation allowance now made available to Personnel recruiters in the amount of \$100 per year be increased to \$300 per year. I understand from Mr. Echols' memorandum and conversations with Personnel that our recruitment needs are extensive. Further, the Agency recruitment program is complicated somewhat by security factors and representation expenditures are necessary.

2. The Comptroller General, in a decision involving a statute with language identical to that of section 8 of the CIA Act, namely, an authority for expenditures "necessary to carry out its functions," refused reimbursement for official entertaining expenses "in the absence of a showing that the expenses were necessary to enable the Commission to carry out its duties." I believe a determination that the expenses are necessary to enable CIA to carry out its functions would be proper and the allowance could be approved. However, since the expenditure of confidential funds is involved, the determination should be made by the Deputy Director of Central Intelligence.

3. Mr. Echols' memorandum is forwarded herewith.

LAWRENCE R. HOUSTON
General Counsel

Attachment

cc: Comptroller w/o b1, b3
Director of Personnel w/o att

0-50



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DDVS 63-1923

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6 MAY 1963

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Representation Allowance for Professional Field Recruiters

1. This memorandum submits a recommendation for your approval. Such recommendation is contained in paragraph 6.

2. It is considered timely, in view of a number of programs currently being planned, to review representation allowances currently authorized for field recruiters and to make appropriate recommendations for the coming fiscal year.

3. In the past, recruiters were allowed minor entertainment expenses not to exceed \$100 per year per recruiter. These funds were used primarily to permit luncheon invitations to faculty members, placement directors and important lead sources. While not included in their blanket travel order authorizations, expenditures were vouchered by the recruiters against unvouchered funds. The authority for these allowances appears to derive from project approvals which established the University Consultant program in October, 1951. There is no record in either the Office of the Comptroller or the Office of Personnel specifically authorizing representation allowances for field recruiters, although vouchers for minor entertainment expenses have, to date, been honored to the limitation mentioned.

4. In his report to you of 29 December 1961, [redacted] recommended, "that the arbitrary limit of \$100 per year for representational purposes be reviewed and such adjustments made as may be necessary." This has not, until now, actually been necessary. The average expense for entertainment purposes for the professional field recruiter for Fiscal Year 1962 was approximately \$50. However, increasing emphasis upon our college public relations and public speaking programming indicates a need to define precisely the authority for recruiter representation allowances and to raise the maximum limitation. Reimbursement for entertainment expenses will continue to be subject to Headquarters' review and approval.

25X1

5. The Personnel Recruitment Division is programming for the week of 4 November 1963 team visits of field recruiters and senior Agency officials to approximately 100 colleges and universities. Informal luncheons or dinners will be arranged at each university; invited guests will include key faculty members, such as deans, department chairmen and administrative officers, with whom the senior official will discuss the opportunities for careers in the Central Intelligence Agency. It is not expected that any group will exceed twenty in number and all arrangements will be conservative in terms of the cost; nevertheless, it is important that the field recruiter assume the cost in behalf of the Agency. Under this program, each recruiter is assigned five universities to be visited during the week of 4 November. An informal pilot venture of this nature in which two senior officials each

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SUBJECT: Representation Allowance for Professional Field Recruiters

visited five universities in Texas and five universities in Virginia and North Carolina indicated costs for this kind of entertainment average \$2.00 per invited guest. The total cost of entertainment for this particular program should approximate \$4,000 or \$200 for each of twenty recruiters in addition to their normal expenditures for year-round recruitment activity.

6. It is recommended, therefore, that field recruiters be permitted representation allowances not to exceed \$300 each with the understanding that we will monitor the use of this allowance carefully and bring to your attention any plans for special use of this allowance such as that described in paragraph 5 above.



Emmett D. Echoes
Director of Personnel

25X1

The recommendation in paragraph 6 is approved.

Deputy Director (Support)

Date

Attachment

Distribution:

O & X - Comptroller
2 - DD/S
2 - C/PRD/OP
2 - D/Pers
1 - Stayback

25X1 OP/PRD [redacted] blh (6 May 1963)

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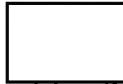
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UNCLASSIFIED	CONFIDENTIAL	SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director (Support) 7D18 Headquarters		
2			
3	Comptroller 6E69 Headquarters		
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
Remarks:			
We are also attaching for your review a proposed memorandum to be sent to all field recruiters involved in the "100 Universities" program giving them some guidance as to the type of entertainment to be provided. I would appreciate your approval of it at least in principle.			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.		DATE	
Director of Personnel 5E56 Ha.		6 MAY 196	
Approved For Release 2002/11/22 : CIA-RDP84-00780R000600110011-4	UNCLASSIFIED	CONFIDENTIAL	SECRET

14 May 1963

STAT



Colonel White (via Mr. Lloyd):

The two memorandums attached hereto as "Background" came up last Friday. They are:

STAT

(1) [redacted] monthly report to Emmett on the Recruitment Program, and

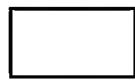
(2) A memo from Emmett to you requesting approval of a \$300 representation allowance for professional field recruiters.

Because of the paragraphs marked on page 2 of Rex's report and the uncertainty as to authority expressed in Emmett's memo, I asked OGC for an opinion.

There is no existing authority for such expenditures except by inference, but Houston's memo to you (Attachment 1) says that the allowance is legal but requires DDCI approval.

STAT

[redacted] has drafted a memorandum from you to General Carter, requesting his approval, which I recommend you sign.



STAT

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Next 4 Page(s) In Document Exempt

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